

# WORK IndyEast Promise Zone Plan Strategies and Targets

## *Promise Zone Goal: Job Creation*

Description: **Work IndyEast:** We promise to develop vibrant neighborhood zones of business activity, industries and commerce in which residents are employed in living wage jobs. We aim to accomplish this through entrepreneurship, industrial reuse and job training.

## **PROMISE ZONE – WORK INDY EAST SUBGOAL #1**

Sub Goal 1: Redevelop six neighborhood legacy industrial sites or corridors into zones of commerce and opportunities that support emerging economic sectors and existing post-industrial opportunities.

### *Activities and Interventions:*

- **Strengthen Redevelopment Entity:** The City of Indianapolis will strengthen its redevelopment vehicle through a more robust mission and increased staffing. [Ongoing]
- **Brownfield Remediation:** Focus areas will be assessed and remediated through assessment grants, insurance cost recovery, and local incentives connecting remediation with redevelopment. [New]
- **Industrial District Implementation:** Legacy industrial sites will receive customized staffing and programmatic support over several years to ensure success. [New]
- **Grow Anchor Institutions:** Angie’s List’s \$40M redevelopment of the Ford facility will grow its corporate campus from 1,000 to 2,800 employees. [Ongoing]
- **Focus on Regional Economic Clusters:** A new study indicates Food Manufacturing & Distribution and Local B2B clusters show particular promise for growth in Indianapolis urban corridors. [New]
- **Innovative Financing:** Utilize existing and new TIF districts, cost-recovery litigation and public, private and philanthropic sources. [New]

### *Rationale/Evidence:*

In an article published by Northeast Midwest Institute (Paull, 2008), found that brownfield redevelopment produced employment gains, leveraged investments and revitalized neighborhoods. In addition, brownfield development produced new sources of public revenue, reduced infrastructure costs and had positive sustainability benefits including reduced air emissions/greenhouse gases, storm water runoff and improved water quality. This is confirmed by Sousa, Wu and Westphal (Urban Studies, 2014) who studied more than 100 brownfield sites and concluded “the results reveal that the spillover effect in terms of raising surrounding property values is significant in both quantity and geographic

scope, as redevelopment led to a net increase of 11.4% in nearby housing prices in Milwaukee and 2.7% in Minneapolis”.

**Implementing Partner:**

- City of Indianapolis will coordinate land assembly/acquisition, brownfield redevelopment, litigation/cost recovery and the strengthening of its redevelopment entity.
- Local Initiatives Support Corporation (LISC) will provide grants for industrial district planning and implementation and project financing to various components in the target areas.
- ECDC will coordinate all industrial reuse plans in the IEPZ and will be the lead partner in the implementation of the reuse plans for the Washington Street corridor.
- RADC will be the lead partner in the implementation of the Mass Avenue industrial reuse plan in conjunction with NEAR and the East 10th Street Civic Association.
- Develop Indy/Chamber of Commerce will promote industrial ready sites and recruitment of regional employers to the IEPZ.
- State of Indiana Economic Development Corporation will provide tax and other incentives to grow anchor institutions.

**Committed Financial Support:**

Total committed financial support for this sub-goal is \$69,176,871 and breaks down as follows:

|                     |   |
|---------------------|---|
| Source of Funds:    | City of Indianapolis – DMD - Brownfields Fund   |
| Activity:           | The City of Indianapolis continues to increase capacity and commitment within its Brownfields Department. These funds are committed to environmental remediation at three key redevelopment sites within the Promise Zone, and have already facilitated over \$6 million of committed redevelopment activity. |
| Amount:             | \$1,052,500   |
| Start and End Date: | 2015-2016   |
| Recipient:          | Englewood Community Development Corporation and City of Indianapolis  |
| Source of Funds:    | Local Initiatives Support Corporation, Indianapolis - Brownfield Assessment Grants  |
| Activity:           | LISC Indianapolis will make available technical assistance dollars for Phase 1 & Phase 2 environmental assessments within the Promise Zone.   |
| Amount:             | \$200,000 (\$20,000 annually x ten years)   |
| Start and End Date: | January 2015 - ongoing  |
| Recipient:          | Englewood Community Development Corporation, Near Eastside Area Renewal, Riley Area Development Corporation, Southeast Neighborhood Development and King Park Area Development Corporation.   |
| Source of Funds:    | Indiana Department of Environmental Management (IDEM) - Brownfield Assessment and Remediation grants  |

**Activity:** IDEM funding is committed for three key brownfield properties already identified within the Promise Zone.  
**Amount:** \$106,678  
**Start and End Date:** 2013 - ongoing  
**Recipient:** Englewood Community Development Corporation and Private Property Owners

**Source of Funds:** U.S. Environmental Protection Agency - Brownfields assessment grant  
**Activity:** EPA funding is committed for Phase 1 and Phase 2 exploration at Tinker Flats, a key brownfield property within the Smart Growth District and the site of a \$4.5 million redevelopment creating 35 new jobs.  
**Amount:** \$51,894  
**Start and End Date:** 2014 and ongoing  
**Recipient:** City of Indianapolis and Private Property Owner

**Source of Funds:** Local Initiatives Support Corporation, Indianapolis - Industrial District Implementation  
**Activity:** Comprehensive commitment for activities including: neighborhood based district staffing, corridor planning, market study, technical assistance, early action grants, place making, neighborhood engagement and quality of life planning assistance for two key industrial districts within the Near Eastside Promise Zone.  
**Amount:** \$317,300  
**Start and End Date:** January 2015 and ongoing  
**Recipient:** Englewood Community Development Corporation, Near Eastside Area Renewal, Riley Area Development Corporation, Southeast Neighborhood Development and King Park Area Development Corporation.

**Source of Funds:** City of Indianapolis - DMD - Community Development Block Grant  
**Activity:** Economic development investment committed to two anchor developments, Tinker Flats and PR Mallory, as part of comprehensive redevelopment strategies designed to re-establish two historically robust employment centers within former industrial properties.  
**Amount:** \$2,340,000  
**Start and End Date:** March 2015 - June 2016  
**Recipient:** Englewood Community Development Corporation and King Park Area Development Corporation

**Source of Funds:** Slane Capital - Private Investment  
**Activity:** Investment at Tinker Flats to create a 30,000 square foot artisan food and beverage production hub with 5 tenants, corporate headquarters for Slane Capital, and 8,000 square feet of community space. An estimated 35 jobs will be created.  
**Amount:** \$3,160,000  
**Start and End Date:** March 2015 - June 2016  
**Recipient:** King Park Area Development Corporation

**Source of Funds:** Horner Electric/Horner Industrial Group - Private Investment

Activity: Current 20,000 square foot expansion plus new equipment purchases at Horner Industrial Group's 1521 E. Washington Street facility. The expansion will create 10 new positions.

Amount: \$2,500,000

Start and End Date: September 2014 - June 2015

Recipient: Horner Electric/Horner Industrial Group

Source of Funds: City of Indianapolis - DMD - Tax Abatement/Incentives

Activity: Value of 5-year tax abatement related to the current 20,000 square foot expansion plus new equipment purchases at Horner Industrial Group's 1521 E. Washington Street facility, as part of a larger \$2,500,000 project at this location.

Amount: \$216,999

Start & End Date: 2014 - 2018

Recipient: Horner Electric/Horner Industrial Group

Source of Funds: Citizens By Products Coal Company - Brownfields Remediation Funds

Activity: Environmental remediation of approximately 103-acre former coal/coke plant for future reuses. State approved Phase 1 cleanup of \$100,000. Estimated Phase 2 cleanup of \$1,000,000.

Amount: \$1,100,000

Start and End Date: 2014 - 2018

Recipient: Property owner

Source of Funds: Citizens By Products Coal Company

Activity: Donation of approximately 26-acre former drive-in theater site to local community development corporation for community reuse.

Amount: \$780,000

Start and End Date: 2014

Recipient: Southeast Neighborhood Development/Riley Area Development Corporation

Source of Funds: Southeast Neighborhood Development and Riley Area Development Corporation

Activity: Predevelopment site characterization and assessment of the approximately 26-acre former drive-in theater site by two local community development corporations committed to the site's redevelopment for community reuse.

Amount: \$50,000

Start and End Date: March 2015 - February 2016

Recipient: Property owner

Source of Funds: JP Morgan Chase Foundation - Private Investment

Activity: Site Characterization Study - Predevelopment site characterization and assessment of the approximately 80-acre former RCA / Thomson Consumer Electronics site by a local community development corporation committed to the site's redevelopment for community reuse.

Amount: \$20,000

Start and End Date: March 2015 - February 2016

Recipient: Near East Area Renewal

Source of Funds: Angie's List - Private Investment

Activity: Angie's List is making the Near Eastside Promise Zone its single site solution for its corporate campus. This \$13.2 million investment in its corporate headquarters campus within the Promise Zone helped the company grow to 1,000 employees.

Amount: \$13,200,000

Start and End Date: 2013 - 2014

Recipient: Angie's List

Source of Funds: Angie's List - Private Investment

Activity: Angie's List is making the Near Eastside Promise Zone its single site solution for its corporate campus. This \$44 million redevelopment of the Ford Motor Company facility, and other properties, will grow this corporate campus from 1,000 to 2,800 employees.

Amount: \$31,700,000

Start and End Date: March 2015 - September 2016

Recipient: Angie's List

Source of Funds: City of Indianapolis - DMD - Economic Development Incentives

Activity: Angie's List is making the Near Eastside Promise Zone its single site solution for its corporate campus. This \$44 million redevelopment of the Ford Motor Company facility, and other properties, will grow this corporate campus from 1,000 to 2,800 employees.

Amount: \$10,000,000

Start and End Date: March 2015 - September 2016

Recipient: Angie's List

Source of Funds: State of Indiana - Indiana Economic Development Council - Financial Incentives

Activity: Angie's List is making the Near Eastside Promise Zone its single site solution for its corporate campus. This \$44 million redevelopment of the Ford Motor Company facility, and other properties, will grow this corporate campus from 1,000 to 2,800 employees.

Amount: \$2,000,000

Start and End Date: March 2015 - September 2016

Recipient: Angie's List

Source of Funds: Local Initiatives Support Corporation, Indianapolis (LISC)

Activity: Cluster Study - "Linking Regional Economic Clusters with Targeted Urban Places" is a recently completed study commissioned by Local Initiatives Support Corporation for Indianapolis. The results will be implemented over the next several years, with a focus on the Near Eastside Promise Zone.

Amount: \$80,000 (Cost of Study), Implementation cost counted elsewhere.

Start and End Date: Study: March 2014 - October 2014, Implementation: 2015-2016

Recipient: LISC, Indianapolis

Source of Funds: Urban Land Institute - Rose Fellowship - Industrial Reuse Study of Mass Ave/Brookside

Activity: A critical industrial reuse district, the Mass Ave/Brookside Corridor, was the subject of the Urban Land Institute's Rose Fellowship. The multi-day study involved experts from numerous cities and stakeholders throughout Indianapolis, and resulted in an innovative revitalization and reuse plan, which will jumpstart a multi-year focus on this corridor.

Amount: \$301,500

Start and End Date: August 2014

Recipient: City of Indianapolis

***Needed Financial Support:***

Needed financial support for this sub-goal is \$67,400,000 and breaks down as follows:

Source of Funds: New Markets Tax Credit Program (NMTC), U.S. Department of The Treasury

Activity: The NMTC Program has been utilized successfully in the past within the Promise Zone, most recently in conjunction with the \$11 million Chase Near Eastside Legacy Center. The NMTC program is key to our strategy to revitalize formerly industrial sites and to attract new investments and capital into the Promise Zone.

Amount: \$20,000,000

Start and End Date: 2015 - 2025

Recipient: City of Indianapolis, Local Initiatives Support Corporation (LISC), IFF Real Estate Services, Others

Source of Funds: Community Economic Development Program (CED), Office of Community Services (OCS)

Activity: The Community Economic Development Program (CED) has been utilized successfully on several Indianapolis projects to finance innovative projects while creating good jobs for low-income individuals. Funding from this program is a key part of the industrial reuse and job creation strategy on the Near Eastside.

Amount: \$2,400,000 (Approximately 3-4 awards)

Start and End Date: 2015+

Recipient: Englewood Community Development Corporation, John H. Boner Community Center, Riley Area Development Corporation, East 10<sup>th</sup> Civic Association, Southeast Neighborhood Development (SEND)

Source of Funds: Community-Wide EPA Assessment Grant

Activity: Brownfield assessment funding is needed in relation to numerous large sites within the Promise Zone, particularly the Brookside/Mass Avenue Corridor.

Amount: \$5,000,000 (\$500,000 annually x ten years)

Start and End Date: 2015 and ongoing

Recipient: City of Indianapolis

Source of Funds: Economic Development Incentives

Activity: To help grow the identified Food Manufacturing and Distribution and Business-to-Business clusters, which have shown promise in urban Indianapolis,

economic development incentives are needed to help absorb the cost of build-out or other capital costs in return for these businesses agreeing to locate in urban areas and offer training and attractive wages.

Amount: \$40,000,000  
Start and End Date: 2015 and ongoing  
Recipient: Growing Businesses Locating Within the Promise Zone

***Committed Non-Financial Support:***

Source and type: Volunteers, Mayor’s Manufacturing Reuse Task Force  
Activity: The Mayor’s Manufacturing Reuse Task Force is committed to dedicating it’s time, attention and expertise toward the reuse and revitalization of these former industrial corridors and sites.  
Start and End Date: 2015 and ongoing  
Recipient: Various CDC’s and Owners

Source and type: Staff Support, City of Indianapolis Department of Metropolitan Development  
Activity: Over the last year, the City of Indianapolis has strengthened it’s commitment to Brownfield Redevelopment and Industrial Reuse activities through increased full-time staffing for these activities including a new position to lead and coordinate Industrial Reuse initiatives as part of a financial commitment of over \$1 million toward brownfield redevelopment initiatives identified above.  
Start and End Date: 2015 and ongoing  
Recipient: Various CDC’s and Owners

Source and type: Staff Support, LISC Indianapolis  
Activity: LISC Indianapolis has committed full time staffing to coordinate and support Industrial District Implementation efforts identified within the Committed Financial section above on at least two key corridors and numerous key industrial reuse sites. LISC Indianapolis staffing will also coordinate efforts o implement the newly created “Linking Regional Economic Clusters with Targeted Urban Places” study.  
Start and End Date: 2015 and ongoing  
Recipient: Various CDC’s and Owners

Source and type: Staff Support, Develop Indy/Chamber of Commerce  
Activity: Develop Indy/Chamber of Commerce has committed full time staffing to promote industrial ready sites and recruitment of regional employers with a focus on the IEPZ. Additionally, Develop Indy staff will participate on the Mayor’s Manufacturing Reuse Task Force and will assist LISC Indianapolis in implementation of the newly created “Linking Regional Economic Clusters with Targeted Urban Places” study.  
Start and End Date: 2015 and ongoing  
Recipient: Various CDC’s and Owners

***Non-Financial Support Needed***

Source and Type: Working Groups

Activity: Local stakeholders should encourage the formation of Food Manufacturing and Distribution and Business-to-Business Working Groups to help grow these promising clusters.

Start and End Date: 2015 and ongoing

Recipient: Local Initiatives Support Corporation, Indianapolis and Develop Indy

***Expected Outcomes and Measurement:***

- 20% increase in the number of jobs with the reuse of old industrial and commercial sites in the IEPZ by 2025;
- Five new supply chain businesses which will capitalize on anchor institutions and expansions within the IEPZ by 2020;
- 50% increase in the number of food manufacturing, distribution, and business-to-business companies within the IEPZ by 2025; and
- Increase the range, number and size of economic development incentives to better induce businesses to former industrial properties by 2018.

***Data Collection, Tracking and Sharing:***

Indiana University Public Policy Institute will coordinate, track, evaluate and report on the following:

- Track job creation with new businesses entering the IEPZ;
- Track job creation from business expansion within the IEPZ;
- Track job creation on reuse of old industrial sites; and,
- Track job creation numbers in comparison to investment of financial resources to determine ways to be more cost effective.

***Timeline/Milestones for Implementation:***

- Pair remediation with redevelopment on at least 10 parcels within the Promise Zone by 2025;
- Develop a reuse plan, market analysis, and pro formas for underperforming industrial sites by 2016;
- Rehabilitate and attract new businesses to two former industrial sites by 2021;
- Finalize Great Places planning for East Washington Street by July 2015;
- Complete Mass Ave/Brookside industrial corridor market study and plan by August 2015;
- Apply for Area Wide Brownfield Assessment Grant by end of 2015;



- Perform site assessment for former Citizens Coke Plant and RCA sites by February 2016;
- Complete the creation of tax increment financing districts to better support industrial redevelopment within IEPZ by July 2016;
- Expand the Angie’s List employment base by 2,800 employees by October 2016;
- Assist five new supply chain businesses to expand within the IEPZ by 2018; and,
- Achieve 50% growth in the number of food manufacturing, distribution and business-to-business companies end of 2018.

**Barriers:**

As stated by Slutsky and Frey in “Brownfield Uncertainty: A proposal to reform Superfund”, “Although these hazardous waste statutes in tandem provide much needed incentive for industry to avoid contaminating our lands and are therefore remarkably effective in protecting Americans from exposure to hazardous waste, their liability provisions provide powerful disincentives for potential redevelopment of urban properties. In fact, many would argue that the threat of Superfund liability is the single greatest impediment to the redevelopment of brownfield sites (see, for example, Davis, 2002; Rubenstein, 1997; Anderson, 1996). Scattered within and among some of the most commercially desirable urban centers in the country, brownfield sites are suspended in a sort of regulatory limbo; although not specifically designated as Superfund sites and listed by EPA on the National Priority List (NPL), they are nonetheless tarred by their potential—real or perceived—for costly environmental regulatory and third-party tort liability. Uncertainty is the enemy of economic activity. Urban redevelopment activities are stymied in the face of uncertainty, and CERCLA liability represents great uncertainty. Before a developer will move forward with a project, he or she must be convinced that the effort will provide a favorable financial outcome.

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# WORK IndyEast Promise Zone Plan Strategies and Targets

## *Promise Zone Goal: Job Creation*

Description: **Work IndyEast:** We promise to develop vibrant neighborhood zones of business activity, industries and commerce in which residents are employed in living wage jobs. We aim to accomplish this through entrepreneurship, industrial reuse and job training.

## **PROMISE ZONE – WORK INDY EAST SUBGOAL #2**

Sub Goal 2: Decrease unemployment and increase household income for unemployed or underemployed neighborhood residents.

### *Activities and Interventions:*

- **Increase Access to Education and Employment for Chronically Unemployed Adults** through investments and innovative partnerships, including Centers for Working Families. [Ongoing]
- **Customized Job Training:** “Place and train” initiatives like PowerTrain Indy provide customized training for 400 unemployed/underemployed residents for local companies offering competitive wages. [Ongoing]
- **Certificate Programs:** A wide array of industry focused technical and short-term certificate programs, designed for workforce preparation, offered within the Promise Zone to neighborhood residents. [New]
- **Degree Programs:** Local universities provide associates and bachelor’s degree programs with an emphasis on the needs of working adults. [Ongoing]
- **Launch Urban Manufacturing Incubator:** With entrepreneurial “Makers” as the target, the incubator will assist in design, prototype and commercialization of new products for new businesses, with an emphasis on the supply chain of anchor institutions. [Ongoing]

### *Rationale/Evidence:*

Following national trends, employers in the urban core of Indianapolis represent about one-third of the businesses in the central city and about 40% of the available jobs, but employment growth is lower and average wage growth slower in the inner city compared to the surrounding metro area. According to the Cluster Mapping Project (Institute for Strategy and Competitiveness, Harvard Business School), over the past ten years, the Indianapolis metro area has experienced a net growth of 4,400 jobs, yet urban neighborhoods have not fully participated in this expansion. This is supported by the work of Harrison & Glasmeler (Economic Quarterly, 1997), which finds “efforts to ‘rework’ the public workforce development system to meet the needs of employers can be at odds with efforts to meet the needs of disadvantaged populations. But greater proximity to employers can also enhance the system’s capacity to promote more progressive human resource practices and equitable labor market outcomes.”

**Implementing Partners:**

- JHBCC, through their Center for Working Families, will provide employment/workforce development, financial coaching and access to public benefits to promote family stability.
- LISC will assist in matching applicable job clusters with appropriate training and provide support for the expansion of the Center for Working Families.
- IUPUI will provide customized skill and degree programs targeting residents of the IEPZ to increase their employability.
- Develop Indy/Chamber of Commerce will match job training incentive packages to employers who are locating in or expanding within the IEPZ.
- EmployIndy (WIB) will match IEPZ residents with current and new job training and well designed certificate programs with job marketplace demand.

**Committed Financial Support:**

Total committed financial support for this sub-goal is \$7,022,428 and breaks down as follows:

|                     |  |
|---------------------|--|
| Source of Funds:    | City of Indianapolis - DMD - Community Development Block Grant, Private Fundraising  |
| Activity:           | For 12 years, Horizon House’s Opportunity Knocks program has focused on addressing the unique needs, strengths and barriers of individuals experiencing homelessness. Opportunity Knocks provides job readiness training followed by comprehensive job search services to approximately 200 individuals annually. Ongoing vocational case management services also help clients retain employment and build stable income. |
| Amount:             | \$150,000  |
| Start and End Date: | January 2015 - ongoing   |
| Recipient:          | Horizon House  |
| Source of Funds:    | Private Fundraising  |
| Activity:           | Located within the Promise Zone, Second Helpings Culinary Job Training Program has graduated more than 550 unemployed and underemployed adults since 1998 for meaningful careers in the culinary industry. Graduates of the program receive job placement assistance, college credit at Ivy Tech, ServeSafe Certification and First Aid & CPR Certifications.  |
| Amount:             | \$521,196  |
| Start and End Date: | January 2015 - ongoing   |
| Recipient:          | Second Helpings  |
| Source of Funds:    | Local Initiatives Support Corporation (LISC), Grants for Center for Working Families (CWF)   |

Activity: Center for Working Families (CWF) Programming at the John H. Boner Community Center to support individuals grow their financial positions through employment opportunities and training.  
 Amount: \$610,000  
 Start and End Date: 2013 - ongoing  
 Recipient: John H. Boner Community Center

Source of Funds: United Way of Central Indiana, Grants for Center for Working Families (CWF)  
 Activity: Center for Working Families (CWF) Programming at the John H. Boner Community Center to support individuals grow their financial positions through employment opportunities and training.  
 Amount: \$135,439  
 Start and End Date: 2014 - 2015  
 Recipient: John H. Boner Community Center

Source of Funds: Central Indiana Community Foundation - Grants for Center for Working Families (CWF)  
 Activity: Center for Working Families (CWF) Programming at the John H. Boner Community Center to support individuals grow their financial positions through employment opportunities and training.  
 Amount: \$50,000  
 Start and End Date: 2012 - 2015  
 Recipient: John H. Boner Community Center

Source of Funds: Key Bank Foundation, Grants for Center for Working Families (CWF)  
 Activity: Center for Working Families (CWF) Programming at the John H. Boner Community Center to support individuals grow their financial positions through employment opportunities and training.  
 Amount: \$10,000  
 Start and End Date: 2012 - 2015  
 Recipient: John H. Boner Community Center

Source of Funds: Marion County Commission on Youth - Summer Youth Program Fund  
 Activity: Youth employment initiative of the Summer Youth Program Fund (SYPF).  
 Amount: \$11,569  
 Start and End Date: 2012 - 2015  
 Recipient: John H. Boner Community Center

Source of Funds: City of Indianapolis - DMD - Community Development Block Grant  
 Activity: Supporting employment opportunities for youth.  
 Amount: \$19,224  
 Start and End Date: 2015  
 Recipient: John H. Boner Community Center

Source of Funds: Indianapolis Public Library - Capital Budget  
 Activity: The Indianapolis Public Library has committed up to \$2 million for the renovation and expansion of the historic East Washington Branch Public Library within the Promise Zone. A key goal of the expansion is to enhance job skills

counseling, and increase computer access and literacy for unemployed or underemployed low-income neighborhood residents, achieved in part through an increased partnership as a Mobile WorkOne site.

Amount: \$2,000,000  
Start and End Date: June 2015 - September 2016  
Recipient: Indianapolis Public Library

Source of Funds: City of Indianapolis - Workforce Training Fund  
Activity: Employ Indy's Power Train Indy program is providing customized job training for 400 unemployed or underemployed residents for local companies within urban Indianapolis that offer competitive wages.

Amount: \$1,500,000  
Start and End Date: January 2013 - December 2015  
Recipient: Employ-Indy

Source of Funds: Private Investment  
Activity: Angie's List is making the Near Eastside Promise Zone its single site solution for its corporate campus. The company has committed \$1 million toward retraining of existing employees and training of new team members as it grows from 1,000 to 2,800 employees on-site. New jobs will have an average wage of \$23/hr. Skills will include: information technology, team building, quality control, technical support and conflict resolution.

Amount: \$1,000,000  
Start and End Date: March 2015 - September 2016  
Recipient: Angie's List

Source of Funds: Private Investment  
Activity: Angie List's is making the Near Eastside Promise Zone its single site solution for its corporate campus. Over the last 12 months, the company has spent \$400,000 toward retraining of existing employees and training of new team members as it has grown to 1,000 employees on-site.

Amount: \$400,000  
Start and End Date: 2013 - 2014  
Recipient: Angie's List

Source of Funds: Private Workforce Development Investment  
Activity: In the next 3 – 5 years, the company is anticipating approximately \$375k in trainee paid wages while participating in OJT program plus another \$100k in creating classroom training programs in partnership with local educational institutions, including Ivy Tech Community College. Horner projects 10% job growth coupled with replacement of employees retiring within the next 5-7 years. Horner Industrial Group jobs have an average wage of \$21/hr. Skills will include: basic electrical theory, mathematics, technical reading, manual machining techniques, diagnostics techniques, quality control.

Amount: \$500,000  
Start and End Date: June 2015 - ongoing  
Recipient: Horner Electric, Inc. / Horner Industrial Group

Source of Funds: Save Our Vets  
 Activity: Veteran’s Welding Training Program - In the next 3 – 5 years, the company is anticipating approximately \$375k in trainee paid wages while participating in OJT program plus another \$100k in creating classroom training programs in partnership with local educational institutions, including Ivy Tech Community College. Horner projects 10% job growth coupled with replacement of employees retiring within the next 5-7 years. Horner Industrial Group jobs have an average wage of \$21/hr. Skills will include: basic electrical theory, mathematics, technical reading, manual machining techniques, diagnostics techniques, quality control.  
 Amount: \$125,000  
 Start and End Date: June 2015 - ongoing  
 Recipient: Save Our Vets

**Needed Financial Support:**

Needed financial support for this sub-goal is \$24,850,000 and breaks down as follows:

Source of Funds: Social Innovation Fund, Corporation for National & Community Service  
 Activity: Near Eastside partners would like to target vulnerable, high-risk or opportunity young adults ages 18-24 with workforce development supports combined with engaging young adults in their communities through volunteering. A number of local partners are well positioned to lead and support an initiative like this one.  
 Amount: Unknown  
 Start and End Date: 2015 or 2016  
 Recipient: John H. Boner Community Center

Source of Funds: YouthBuild, Employment & Training Administration  
 Activity: Employ Indy has successfully utilized YouthBuild in Indianapolis for the past five years with good success. Funding will be needed between 2015 – 2025 to continue the program with a focus on the Promise Zone.  
 Amount: \$1,500,000  
 Start and End Date: 2015 - 2025  
 Recipient: Employ Indy

Source of Funds: Local Initiatives Support Corporation, Indianapolis - Center For Working Families Grant  
 Activity: Continued expansion of LISC’s successful Center For Working Families (CWF) at the John H. Boner Community Center.  
 Amount: \$2,100,000 (\$210,000 annually x ten years)  
 Start and End Date: January 2015 - ongoing  
 Recipient: John H. Boner Community Center

Source of Funds: State of Indiana - Workforce Development Grant  
 Activity: A second Mobile WorkOne Indy team is needed to increase employment services access. An increased presence at libraries and other social service destinations is key to connecting with job seekers within the Promise Zone.  
 Amount: \$1,750,000 (\$175,000 annually x ten years)

Start and End Date: January 2015 - ongoing  
Recipient: Employ-Indy

Source of Funds: Employ Indy - Youth Employment Services Grant  
Activity: Employ Indy manages a Youth Employment Services (YES) program which serves young adults, ages 18-24, who have a desire to secure and grow in a job through the provision of flexible vouchers that help remove barriers for successful transition to employment. Barrier-busting vouchers assist with childcare, transportation, training and education, work clothing and much more. Given the high level of unemployed 18-24 year olds within the IEPZ, these flexible barrier-buster resources are needed over the next decade. The EmployIndy YES Program is set to expire at the end of 2014

Amount: \$2,500,000 (\$250,000 annually x ten years)  
Start and End Date: January 2015 - ongoing  
Recipient: IEPZ service providers - Edna Martin Christian Center, Keys to Work, Martindale-Brightwood Community Development Corporation, and PACE, Inc., Recycle Force

Source of Funds: Employ Indy - Power Train Indy Grant  
Activity: An extension is necessary for Employ Indy's current Power Train Indy program, or a workforce development program like it. Set to expire in December 2015, Power Train Indy provides customized job training for 400 unemployed or underemployed residents for local companies within urban Indianapolis that offer competitive wages.

Amount: \$4,000,000 (\$500,000 annually x nine years)  
Start and End Date: January 2016 - ongoing  
Recipient: IEPZ service providers - Keys to Work, Inc., John H. Boner Community Center, Recycle Force

Source of Funds: Save our Vets - Veterans Workforce Development Grant  
Activity: Save Our Vets (SOV) operates it's 88,000 square foot Victory Center within the IEPZ. The organization estimates a \$3 million investment is necessary in capital, equipment and staffing for the full implementation of training programs necessary to serve both Hoosier veterans (80% of participants) and other local Promise Zone residents (20% of participants). SOV's current programs include Computer Numerical Control (CNC) and Information Technology (IT) and have a 100% graduation and career placement rate in the organization's young history.

Amount: \$3,000,000  
Start and End Date: January 2016 - ongoing  
Recipient: Save Our Vets

Source of Funds: Capital and Programming Grant  
Activity: The City of Indianapolis, led by the Mayor's Manufacturing Reuse Task Force, hopes to launch an Urban Manufacturing Incubator. Preliminary estimates are for a 20,000 to 40,000 square foot facility with an anticipated cost of approximately \$10 million to develop and program the space for the first five years.

Amount: \$10,000,000  
Start and End Date: January 2016 - ongoing  
Recipient: City of Indianapolis

***Committed Non-Financial Support:***

Source and type: City of Indianapolis - Mayor's Manufacturing Reuse Task Force  
Activity: The Mayor's Manufacturing Reuse Task Force is committed to dedicating it's time, attention and expertise toward the launch of an Urban Manufacturing Incubator.  
Start and End Date: 2015-Study, 2016-Implementation  
Recipient: Promise Zone Entrepreneurs

***Non-Financial Support Needed:***

Source and Type: Technical Assistance  
Activity: Technical assistance will be needed in order to successfully implement the Urban Manufacturing Incubator in a manner that utilizes best practices in urban manufacturing from across the country. A growing partnership with the Urban Manufacturing Alliance (UMA) may provide access to content experts for some of this technical support.  
Start and End Date: January 2015 - ongoing  
Recipient: Local Initiatives Support Corporation, Indianapolis and Develop Indy

***Expected Outcomes and Measurement:***

- 25% increase in the number of participants in education or employment services by 2025;
- 200% increase in the number of job seekers referred to, and successfully placed, within job training programs after visiting Mobile WorkOne Centers by 2020;
- 5% annual increase in the number of individuals placed in employment through Centers For Working Families (CWF);
- 100% increase in the number of residents or employees of neighborhood businesses who receive customized job training through PowerTrain Indy by 2017;
- 25% increase in residents who graduate through a certified program by 2025; and,
- 50% increase in adult residents with an associates or bachelor's degree by 2025.

***Data Collection, Tracking and Sharing:***

Indiana University Public Policy Institute will coordinate, track, evaluate and report on the following:

- Track the number of unemployed persons seeking employment services;
- Track the job retention rates of new placed employees, up to one year;



- Track education attainment of high school graduates involved in IEPZ certification programs;
- Track number of associates and bachelor degrees award to IEPZ residents; and,
- Track number of jobs created by employment sector.
- Track the employment rate for residents of the IEPZ.

#### *Timeline/Milestones for Implementation:*

- By June 2016, complete the renovation and expansion of the East Washington Branch Public Library with increased access to education and employment services;
- By September 2016, Angie’s List will have trained and expanded its workforce from 1,000 to 2,800 employees on-site;
- By December 2016, the City of Indianapolis will launch the Urban Manufacturing Incubator;
- By 2018, Ivy Tech Community College will have expanded its presence within the Promise Zone with an increase in employee valued certificate and degree programs;
- By 2021, the Incubator will have created 20 new businesses and 1,000 new jobs;
- By 2025, achieve the net creation of 4,000 new jobs within the Promise Zone;
- Create 50 new businesses and 2,500 new jobs by 2025 through the Urban Manufacturing Incubator; and,
- By 2025, achieve the net creation of 4,000 new jobs with approximately 80% paying a livable wage and 60% paying at or above the county median.

#### *Barriers:*

Comprehensive immigration reform will allow us to tap the skills, resources, tax revenue and human capital of a population that has been very valuable to to the stability of the promise zone area. The increased tax revenue and social security contributions of many residents who are currently unaccounted for would be a great benefit locally and nationally, while decreasing the unemployment rate within the immigrant community.

A February 2010 report from the Economic Policy Institute (EPI) finds that the “effect of immigration from 1994 to 2007 was to [raise the wages](#) of U.S.-born workers, relative to foreign-born workers, by 0.4% (or \$3.68 per week).” Even the small (and shrinking) number of “U.S.-born workers with less than a high school education saw a relative 0.3% increase in wages (or \$1.58 per week)” as a result of immigration during this period.

The report [emphasizes](#) that “more people, including more foreigners, do not mean lower wages or higher unemployment. If they did, every time a baby was born or a new graduate entered the labor force, they would hurt existing workers. But new workers do not just have supply-side impacts, they also affect demand. Those new graduates buy food and cars and pay rent. In other words, while new

workers add to the supply of labor, they also consume goods and services, creating more jobs. An economy with more people does not mean lower wages and higher unemployment, it is simply a bigger economy.

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# WORK IndyEast Promise Zone Plan Strategies and Targets

## *Promise Zone Goal: Job Creation*

Description: **Work IndyEast:** We promise to develop vibrant neighborhood zones of business activity, industries and commerce in which residents are employed in living wage jobs. We aim to accomplish this through entrepreneurship, industrial reuse and job training.

## **PROMISE ZONE – WORK INDY EAST SUBGOAL #3**

Sub Goal 3: Support infrastructure improvements as a top priority guiding employment and development on transit corridors, aligning with system upgrades, and supporting transit-oriented development.

### *Activities and Interventions:*

- **Stabilize/upgrade basic infrastructure:** Improve power grid, sewers, street ROW, high speed data, and green infrastructure to serve the 21st century needs of employers and neighborhood residents. [New]
- **Concentrate on transit-oriented development:** Focus development at nodes around rapid transit with dense mix of commercial, retail, and residential within walking distance of rapid transit. [Ongoing]
- **Connect residents to employment:** Enhance residents' connections to downtown employment, bringing employees into Near Eastside with convenient access, building on high-performing bus routes. [Ongoing]
- **Integrated multi-modal access:** Integrate transit, bicycle, and pedestrian infrastructure to create a higher level of mobility, more effectively linking residents to employment and amenities. [Ongoing]
- **Support industrial users with new or improved routes:** Provide access in and out of neighborhood with increased connectivity like proposed new industrial corridor south of Washington Street. [New]
- 

### *Rationale and Evidence:*

According to the American Public Transportation Association 2009 report “Economic Impact of Public Transportation Investment” investments in public transportation diversifies transportation options and improves mobility for all incomes. If sustained over time, the cost savings from customers can shift consumer spending. “Business operating cost savings associated with worker wage and reliability effects of reduced congestion; Business productivity gained from access to broader labor markets with more diverse skills, enabled by reduced traffic congestion and expanded transit service areas; and additional regional business growth enabled by indirect impacts of business growth on supplies and induced impacts on spending of worker wages.”

**Implementing Partners:**

- Citizens Energy Group will complete the Dig Indy Tunnel System to eliminate raw sewage overflows into IEPZ waterways.
- City of Indianapolis will lead implementation of infrastructure improvements consistent with corridor plans and Complete Streets ordinance, provide planning assistance, and modernization of zoning code.
- ECDC will convene businesses and neighborhood groups to ensure infrastructure and transit improvements are consistent with IEPZ job creation/TOD goals and the Near Eastside QOL Plan.
- The Metropolitan Planning Organization and IndyGo will advance Indy Connect plans toward implementing a rapid transit system within Indianapolis and greater Central Indiana region.
- Central Indiana Regional Transit Authority will apply for funding and implementation of the Indy Connect Plan via U.S. Department of Transportation.
- Develop Indy/Chamber of Commerce will convene assessment of technology/industrial infrastructure, TIF district financing feasibility and TOD maximization.

**Committed Financial Support:**

Total committed financial support for this sub-goal is \$420,505,467 and breaks down as follows:

|                     |   |
|---------------------|---|
| Source of Funds:    | Citizens Energy Group - Dig Indy – Lower Pogues Run Tunnel System , Rate Increases  |
| Activity:           | The Lower Pogues Run Tunnel System is part of the Dig Indy Tunnel System. The Lower Pogues project consists of about 10,000 feet of deep rock tunnel and is currently in the design phase. At more than 200 feet deep and a storage capacity of 200 million gallons, the Dig Indy Tunnel System will extend into the Promise Zone along Pogues Run and Pleasant Run to create a collective, underground storage and transport facility for wastewater (sewage), which otherwise could have gone directly into our waterways. The tunnel system is a component of the federally-mandated plan to reduce raw sewage overflows into our waterways. |
| Amount:             | \$130,000,000   |
| Start and End Date: | Start – Early 2017 & End – Late 2021  |
| Recipient:          | City of Indianapolis, Citizens Energy Group   |
| Source of Funds:    | Citizens Energy Group - Dig Indy – Upper Pogues Run CSO Abatement Project, Rate Increases   |
| Activity:           | The Upper Pogues Run CSO Abatement Project is part of the Dig Indy Tunnel System. The Upper Pogues project is in the preliminary study phase. At more than 200 feet deep and a storage capacity of 200 million gallons, the Dig Indy Tunnel System will extend into the Promise Zone along Pogues Run and Pleasant Run to create a collective, underground storage and transport facility for   |

wastewater (sewage), which otherwise could have gone directly into our waterways. The tunnel system is a component of the federally-mandated plan to reduce raw sewage overflows into our waterways.

Amount: \$40,000,000  
Start and End Date: Start – Early 2017 & End – Late 2021  
Recipient: City of Indianapolis, Citizens Energy Group

Source of Funds: Citizens Energy Group - Dig Indy – Pleasant Run Tunnel System, Rate Increases  
Activity: The Pleasant Run Tunnel System, which is in the early planning phases, is part of the Dig Indy Tunnel System. At more than 200 feet deep and a storage capacity of 200 million gallons, the Dig Indy Tunnel System will extend into the Promise Zone along Pogues Run and Pleasant Run to create a collective, underground storage and transport facility for wastewater (sewage), which otherwise could have gone directly into our waterways. The tunnel system is a component of the federally-mandated plan to reduce raw sewage overflows into our waterways.

Amount: \$240,000,000  
Start and End Date: Start - 2021 & End - 2025  
Recipient: City of Indianapolis, Citizens Energy Group

Source of Funds: City of Indianapolis - DPW - Basic & Advanced Infrastructure  
Activity: Resurfacing and various infrastructure upgrades throughout the IEPZ in the next 12 months through Rebuild Indy. Rebuild Indy has been an effort by the City of Indianapolis plan to address our City's sweeping infrastructure needs over the last three years. This investment includes approximately \$1,200,000 in current upgrades to the East Washington Street corridor, which will soon realize tremendous employment growth due to Angie's List expansion.

Amount: \$4,177,099  
Start and End Date: 2014-2015  
Recipient: City of Indianapolis residents and businesses

Source of Funds: State of Indiana - Indiana Department of Transportation (INDOT)  
Activity: Three separate INDOT projects within the IEPZ which will replace or reconstruct approximately 4.28 miles of interstate bridge decks along I-70 and/or I-65.

Amount: \$10,962,000  
Start & End Date: 2014-2017  
Recipient: Indiana Department of Transportation (INDOT)

Source of Funds: City of Indianapolis - Angie's List Infrastructure  
Activity: Angie's List is making the Near Eastside Promise Zone its single site solution for its corporate campus. This \$1.5 million investment in public infrastructure adjacent to its corporate campus within the Promise Zone helped the company grow to 1,000 employees.

Amount: \$1,500,000  
Start and End Date: 2013 - 2014  
Recipient: Angie's List

Source and type: IndyGo Forward, Federal Planning Funds

**Activity:** Current comprehensive operational analysis, entitled IndyGo Forward, which is an in-depth study of how the bus system operates today and what our plans are beginning in 2015 with the opening of the new Downtown Transit Center. IndyGo is committed to enhancing transit access to the Near Eastside Promise Zone. The Promise Zone features several of the highest ridership lines in the IndyGo system, including the highest ridership Route #8 line along Washington Street. IndyGo Forward calls for service enhancements on the Near Eastside, including 15-minute headways along Washington Street just blocks away from the new Downtown Transit Center.

**Start & End Date:** July 2014 - March 2015 - Study, 2015+ Implementation

**Amount:** \$270,736

**Recipient:** Indianapolis MPO

**Source of Funds:** Green Rapid Transit Line Draft Environmental Impact Statement, Federal Earmark and Congestion Mitigation & Air Quality (CMAQ) funds

**Activity:** Develop a draft environmental impact statement for the proposed Green Rapid Transit Line from Downtown Indianapolis to Noblesville, Indiana. The proposed light rail or bus rapid transit line would run adjacent to the Monon Trail along the western border of the proposed promise zone and a station is proposed at 16<sup>th</sup> Street to serve residents that live within the zone.

**Amount:** \$4,546,670

**Start and end date:** September 2009 to April 2015

**Recipient:** Indiana Department of Transportation with the Indianapolis MPO as the sub-recipient

### ***Needed Financial Support:***

Needed financial support for this sub-goal is \$1,460,733,998 and breaks down as follows:

**Source of Funds:** Technical Assistance and Infrastructure Incentives, Economic Development Administration

**Activity:** In the next year, the Indy Partnership will complete its Comprehensive Economic Development Strategy (CEDS) for Indianapolis as part of the Plan 2020 effort. Upon completion and acceptance, technical assistance from the EDA will be requested to assist in proposal development and application submission for EDA incentives.

**Amount:** Unknown

**Start and End Date:** 2015 – Completion of CEDS, 2016-2017 – EDA technical assistance, proposal development and application submission, 2017-2025 - Infrastructure Completion

**Recipient:** City of Indianapolis

**Source of Funds:** City of Indianapolis - DPW - Basic Infrastructure

**Activity:** Approximately \$14,733,998 worth of specific basic infrastructure needs have been identified within the IEPZ. The City of Indianapolis hopes to invest in this infrastructure through the proposed Rebuild Indy 2. Rebuild Indy 2 is the City of Indianapolis plan to address our City's sweeping infrastructure needs with up to \$350 million in projects over three years. The projects planned with RebuildIndy

2 will improve aging infrastructure throughout Indianapolis and increase pedestrian and motorist safety. If approved, RebuildIndy 2 would fund more than \$50 million in sidewalks and more than \$100 million in street repairs—including all of our highest priority street resurfacing needs in Marion County. Furthermore, the RebuildIndy 2 plan supports the recently adopted Complete Streets ordinance that requires DPW to achieve a better connected Indianapolis with sidewalks, trails and greenways.

Amount: \$14,733,998  
 Start and End Date: 2015-2017  
 Recipient: IEPZ residents and businesses

Source of Funds: City Infrastructure - DPW - Advanced Infrastructure  
 Activity: Implement recommendations in ReEnergize East Washington Street Catalyst Plan, the Smart Growth District Plan and the soon to be developed Mass Ave/Brookside Industrial Reuse Plan related to the need to upgrade railroad crossings and underpasses that conflict with heavier truck traffic used by employers. Additionally, a proposed feasibility study will assess the costs-benefits of developing new right-of-ways for industrial users.

Amount: \$10,000,000  
 Start and End Date: January 2015 - ongoing  
 Recipient: IEPZ residents and businesses

Source of Funds: U.S. Department of Transportation  
 Activity: The Indy Connect Plan would be implemented in phases, the first of which would focus primarily on Marion and Hamilton Counties in the first 10-years. A combination of federal (Federal Transit Administration - FTA), state, and local dollars, as well as transit fares, will be used to build, operate and maintain the transit system in this plan, but a new dedicated source of local funds will be needed to fund capital and ongoing operating costs.

Amount: Unknown, however, initial estimates are \$1.3 billion to build over 10-years and a cost of \$136 million to operate.  
 Start and End Date: 2014-State Legislature Approval, 2016-County Referendum, 2017-2027-Funding and Implementation  
 Recipient: Central Indiana Regional Transit Authority (CIRTA)

***Committed Non-Financial Support:***

Source and type: Indianapolis MPO / IndyGo Planning  
 Activity: The Indianapolis MPO and IndyGo will continue to advance Indy Connect plans toward implementing a rapid transit system within Indianapolis and the greater Central Indiana region. This specifically has the potential to impact employment growth and job creation within the Promise Zone. Building upon the \$1 million 2013 Alternatives Analysis for the Blue Line (Washington Street) and the current \$4.5 million Green Rapid Transit Line Draft Environmental Impact Statement, additional planning is committed in the coming years. Indy Connect, Central Indiana’s Transportation Initiative, is about connecting people to people and people to places through a network of local bus routes, rapid transit lines, walking and biking paths and roadways. Specific to the Promise Zone, two of the

five planned rapid transit routes, the Blue Line and the Green Line, both serve the Promise Zone.

Start and End Date: 2014-State Legislature Approval, 2016-County Referendum, 2017-2027-Funding and Implementation

Recipient: Indianapolis MPO/IndyGo

Source and type: City of Indianapolis - DMD - Planning Assistance

Activity: The City of Indianapolis draft “Plan 2020” includes the intersection of Washington & Rural within the Promise Zone as one of only a handful of proposed “Urban Villages” having all of the characteristics necessary to drive new growth and vitality within our city. Plan 2020 includes a number of proposed interventions for these “Urban Villages” to create a dense mix of commercial, retail, and residential within walking distance of local transit stops or rapid transit stations, including a current Plan 2020 Fellowship Program to create a guide to the healthy creation of an Urban Village.

Start and End Date: 2015-Plan Release, 2015-2020-Implementation

Recipient: IEPZ - Implementation Partners

Source and type: City of Indianapolis - DMD - Indy Rezone Implementation

Activity: Indy Rezone has been an effort to update the decades-old zoning ordinances, regulations and design practices in Indianapolis to be more sustainable and to improve Indy residents’ quality of life. It provides a foundation for creating vibrant communities through appropriate redevelopment. Two of the three prototype areas as part of Indy Rezone are within the Promise Zone and will be implemented first to facilitate the creation of more dense, walkable and transit served communities. The successful facets of these prototype Neighborhood Invigoration Initiatives will be replicated after the grant award period throughout the county in areas that are in a similar situation.

Start and End Date: 2015-Plan Adoption, 2015+ Implementation

Recipient: IEPZ - Implementation Partners

Source and type: City of Indianapolis - DMD - Implementation of Complete Streets Ordinance

Activity: In 2012, Smart Growth America named the City of Indianapolis’ Complete Streets ordinance as the strongest city-level legislation in the nation. Furthermore, the RebuildIndy 2 plan to upgrade basic infrastructure requires DPW to consider multi-modal access with each and every improvement to achieve a better connected Indianapolis with sidewalks, trails and greenways.

Start and End Date: 2015-2017

Recipient: IEPZ - Implementation Partners

***Non-Financial Support Needed:***

Source and Type: Evaluation from Local Utility

Activity: Indianapolis Power & Light Company will be asked to perform a comprehensive evaluation of the electricity infrastructure for key corridors and sites within the Promise Zone in response to the perception of inadequate power service for high usage businesses.



Start and End Date: January 2015 - ongoing  
 Recipient: Customers of Indianapolis Power & Light

Source and Type: Smart Grid / Eco-District Technical Assistance  
 Activity: Technical assistance is needed from the Department of Energy or other renewable energy consultants as we seek to identify barriers and develop innovative solutions related to smart grid technology and distributed energy generation. There are extremely high levels of interest in renewable energy and smart grid technology within the Promise Zone as numerous small-scale and large-scale renewable energy projects have been implemented, and the first “Net Energy Positive” development in Indianapolis will be constructed within the Promise Zone next year. Further, recent produced plans would create at least two eco-districts within the zone.

Start and End Date: January 2015 - ongoing  
 Recipient: Englewood Community Development Corporation and the City of Indianapolis - SustainIndy

Source and Type: Technology Infrastructure Technical Assistance  
 Activity: Consultation with high speed data professionals is desired to ascertain what infrastructure investments should be made to attract technology companies in key areas served by transit.

Start and End Date: January 2015 - ongoing  
 Recipient: City of Indianapolis- DPW and Develop Indy

Source and Type: Industrial Infrastructure Feasibility Study  
 Activity: A cost-benefit feasibility study should be conducted to assess at least two proposed industrial corridors designed to provide more convenient access in and out of the neighborhood for industrial users.

Start and End Date: January 2015 - ongoing  
 Recipient: City of Indianapolis- DPW and Develop Indy

Source and Type: TIF District Feasibility Study  
 Activity: A cost-benefit feasibility study should be conducted to assess the creation of a new tax increment finance (TIF) district serving the Near Eastside Promise Zone. Although the area is served currently by a Housing Tax Increment Financing (HoTIF), there is a recognition that flexible funding to pay for job creation related infrastructure an brownfield remediation is necessary.

Start and End Date: January 2015 - ongoing  
 Recipient: City of Indianapolis- DPW and Develop Indy

***Expected Outcomes and Measurement:***

- 20% increase in economic/commercial development as a result of the reduction of barriers from Indy ReZone by 2025;
- 50% increase in the availability or frequency of public transportation by 2025;

- 100% increase in the number of public infrastructure improvement projects to the IEPZ including electrical and sewer/water by 2025;
- 100% increase in the availability of alternative transportation during non-business hours (second shift, night shift, and weekends) by 2019; and
- 100% elimination of raw sewage overflows into Pogues Run and Pleasant Run by 2025.

#### *Data Collection, Tracking and Sharing:*

Indiana University Public Policy Institute will coordinate, track, evaluate and report on the following:

- Track ridership on IndyGo (local public transportation) for routes entering and leaving the IEPZ;
- Track miles of “walkable” infrastructure improvements made over the course of the IEPZ designation;
- Track the number of employees that require and use non-traditional modes of transportation; and,
- Track the number of employees that require the use of non-traditional modes of transportation during non-business operating hours (2nd shift, night shift and weekends).

#### *Timeline/Milestones for Implementation:*

- In 2015, Indy Rezone will be adopted facilitating the creation of more dense centers for employment and mixed-use development;
- By 2016, a new Tax Increment Financing District will be created to invest in infrastructure or incentives related to job creation;
- By 2017, Rebuild Indy 2, subject to the Complete Street ordinance, will invest approximately \$30 million in infrastructure improvements to major corridors within the Promise Zone;
- By 2019, per the Mallory EcoDistrict Plan, implement concentrated renewable energy investments or smart grid technology;
- By 2020, per Plan 2020, a dense, walkable, transit served “Urban Village” including at least 200 new jobs will be located at Washington & Rural;
- By 2020, achieve a 20% increase in bus ridership on lines serving the Promise Zone, due to IndyGo Forward enhancements and the new Downtown Transit Center; and,
- By 2025, the Indy Connect Transit Plan will serve the zone and Central Indiana with Bus Rapid Transit (BRT) service.

**Barriers :**

N/A

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